Five Partners Taken Into the Banking House Since 1910 Have Played Important Parts in Solving Financial Problems of the War for the Entente Allies

PPORTUNITY, remarked a sage given to epigrams, knocks once at the door of every man. This s the story of a school teacher, a lawyer, a manufacturer's clerk, a newspaper reporter, and a railroader who heard the knock, flung open the door, grappled with old George W. Opportunity before he could escape and fairly dragged him inside. it is the story of the men under 50 years of age who have been gathered from here, there and everywhere to man the biggest financial machine in the history of the United States. It the story of the young partners of

J. P. Morgan. The men are Henry P. Davison, 49 years old, who farmed in the summer and taught school in the winter until he secured a job as a bank clerk; Dwight W. Morrow, 44 years old, a lawyer; Thomas Cochran, 45 years old. and selling hardware before he found the groove in which he fitted; Thomas whom fought his own way up the signs of slackening.

himself a constructive financier Mr. himself a constructive financier Mr. Morgan needed aid. He needed the brain power, the bodily energy and the enthusiasm of young men. In his selections he followed the ancient Morgan precedent, that a partner is selections he followed the ancient Morgan precedent, that a partner is selections from within the organization. Five new men, all youngsters, ready money to pay for the munitions are having here."

Sons.

Finally he decided that he wanted to become a banker. After several unsuccessful attempts he secured a job as messenger in an uptown bank. It was but a step to a clerkship and then to the receiving teller's cage.

and steel at Broad and Wall streets. It was formed the home of the financial district, the home of the firm of J. P. Morgan & Co. The structure is typical of the men who control the busi-

Securities passing through its broad. But this was only the first step. In doors have gone out into the river of brief, the firm of J. P. Morgan & Co. It may be called an institution

jected into an old institution; of its the time of the war's outbreak. subsequent taking on of new life; of The figures, because of their very ness of the old firm, and now trans-

lown to his son, the present head the national debt. of the house, a solid fortune, a bank- The improved economic condition of

haired, massive man of 49, is prob-ably less imperious than was his It makes but little difference whether

For this reason at his father's death A composite picture of these young he was better known abroad than at men would give the beholder an im-

YOUNG MEN IN J. P. MORGAN'S FIRM DEAL IN BILLIONS



who tried railroading, school teaching in which he has been head of the firm they leave behind no forwarding ad and selling hardware before he found —has demonstrated conclusively, at dresses. The fish, the game, the golf least to Wall Street, that the young then get their undivided attention. W. Lamont, 46 years old, who held man who fell heir to the financial The machine has been built like down a desk job on a New York news- sceptre has not been content with Roosevelt's Cabinet. Every member paper before he transferred his energies to a counting room, and Edward R. Stettinius, 50 years old, who used to work and worry in a St. Louis into every quarter of the globe. The closer to Mr. Morgan than any other factory which turned out water tube pace he has set his banking rivals has man and who represents the firm on These men, every one of been a hot one. Nor does it now show a number of directorates, was teach-

Steele and Mr. Morgan, compose the was floated the campaign has been he was not a very good school teacher; present New York firm of J. P. broadening daily. That was the big-many of his pupils knew so much Morgan & Co. War has remade the Morgan firm, within and without. It presented the opportunity needed by J. P. Morgan, opportunity needed by J. P. Morgan. the younger, to demonstrate to the in the financial world. The success of lege education, but attended a pre-financial world his ability to fill, the shoes of J. P. Morgan, the elder. In thing spelled the future success of J. cidentally he cordially despised, ocgrasping the opportunity to prove P. Morgan & Co. It was the turning cupied the time between school sea-

It was formed and the first allied loan was made. Organizations not in sympathy with the Entente Allies opposed the project. Banks with a larke number of depositors in sympathy with the Central Powers refused to subthe Central Powe cal of the men who control the business it houses. It dominates the financial neighborhood. Its influence stretches over the entire world. It is cited. For a time the objection was financing the American end of the broadly voiced that it was unneutral, great war abroad; it is filling war accounter to be a counter to orders for munitions and accourres ober judgment reviwed the circumments of battle; it is financing railstances. Then the Angio-French loan ments of battle; it is financing rallroads at home and abroad; mines are
being operated with its money, as
well as mills of all kinds and industries of every sort.

stances. Then the Anglo-French loan
hecame a popular issue. Those first
Anglo-French bonds are distributed
from British Columbia to Texas and
from New York to Hawaii.

first attracted to young Davison. One

commerce and finance, finally to lodge since the outbreak of the European in the safety deposit boxes of in- war in its capacity as fiscal agent of vestors from Greenland's ley moun- the Entente Allies has handled over tains to India's coral strands, and back \$2,500,000,000 in war orders; has rearound the other way. The banking ceived and deposited in its own vaults ouse of J. P. Morgan & Co. particu- and elsewhere approximately \$1,400. larly since the start of the European 900,000 in gold coin and bullion; has war, has become more than a bank. floated loans of over \$1,500,000,000 and has attended to the mobilization and Modern history of the Morgan house disposition, either by sale or pledge as is more interesting than ancient his-collateral, well right \$1,500,000,000 of tory. It is a record of new blood in- American securities owned abroad at

first doubling, then tripling the busi- immensity, are meaningless to the layman. They represent, however, the acting more business in a single day greatest series of financial deals ever than the old firm of Drexel, Morgan made. They represent the transition Co. did in a month.

J. P. Morgan, the elder, handed of almost \$5,000,000,000, or five times

ing house with a reputation and con- the United States may thus be summed sections in many parts of the world up: It may be assumed that of a and a passion for large finance. They probable aggregate of \$4,000,000,000 owere much alike and yet very different, the father and son. One of the have redeemed over \$2,000,000,000. We family's biographers, in comparing have saved thereby not less than the old ruler of Wall Street and his \$100,000,000 a year, which we paid forson, said that had they clashed, the merly to Europe in dividends and innearest approach to the philosopher's terest. We have loaned to foreign neeting of an irresistible force and countries in the last two years, in an immovable body would have oc- round numbers, another \$2,225,000,000 upon which we shall receive annually The son, now a deep chested, gray hereafter another \$115,000,000 in inter-

least, he is more demo- these loans are renewed or continued. cratic. His modesty about his per- are paid off at maturity or refunded. his partners, is not assumed. "There reach us. If paid off, we shall have is nothing to say about me," he has created for the United States a surfrequently answered the Wall Street prisingly large credit balance. If the reporters who have piled him with loans are refunded by securities negohis father, he seldom talks for public country will be placed in a position of them was to the effect that Mr. news is merely an incidental part of His father was an influential business was made president of the concern money to finish the structure, and so west dore was begun to be drawned the structure. cation. When he does, it is with to regulate with precision its economic characteristic bluntness and with an relations with all the world's marevident knowledge of facts and figures kets, a power which London exercised that fairly takes the breath away from heretofore and which enabled that

York. His father, head of the firm of J. P. Morgan & Co., showed him a desk and said: "Get busy." Included a sum of busy." Included the same policy has been fol-lived by the same polic lowed by the son. His own boy, Ju-teachers, lawyers, manufacturers' The phrase "J. P. Morgan & Co. to-secretary, then treasurer, then a vice-nus Morgan, recently received the helpers, bank clerks, reporters and day announced" has become a familiar president and director, and he left the "rithmetic." nius Morgan, recently received the same instructions and legislation of the same instructions of the same instructions of the same instructions of the Morgan team and started to helpers, bank clerks, reporters and day announced has become a familiar president and director, and he left the familiar president and director, and he left the same instructions of the Morgan team and started to New lection had cost him something like familiar president and director, and he left the familiar president and director, and he left th

home. The place abroad prepared him pression of nervous energy. Mostly thoroughly for the broader place he they are retiring, modest fellows, the firm's announcements and news their more or less are retiring. The broader place he they are retiring, modest fellows, the firm's announcements and news their more or less are retiring. The head of the less had been they are retiring. The head of the less had been they are retiring to the less had been by meeting the less, but with an unlimited supply of the less that with an unlimited supply of

The record of the last four years- go away for a two or three weeks rest

ight his own way up the signs of slackening.

ogether with William P. From the time the first loan, one of when he had reached the age of William H. Porter, Charles \$500,000,000, to the allied Governments 16. Mr. Davison says himself that

comparatively speaking, have been admitted to the firm since the vind of 1910, and of the five, three hare been made partners since July, 1934.

A wealth of business romance sur
A wealth of business romance sur
Table 1910, and of the five, three hare been britain and France would be an attractive proposition," replied Mr. Morparited to become a Morgan partner.

When the Aster Trust Company.

When the Astor Trust Company,



the Liberty National Bank he was foodstuffs, clothing. Then an an Mr. Cochran is of Scotch ancestry and know when to call, leans toward simplicity. He lives with They went away disgruntled. "Who his brother at Englewood, N. J.

three billion dollars worth of materials the shrewdest buyers they had ever of war for the Entente Allies, ranging encountered, who insisted, strangely many of the perplexing semi-legal from shells to shoes and comprising enough, on 100 cents worth of value problems to the younger man. A in the scale everything that a nation for every dollar. The day of unloading needs at war, was hustling for a liv- any old thing on the countries at war. Mr. Morrow in good stead when the ing in St. Louis when he was 18 years at the best prices possible was over.

Old. He is Edward R. Stettinius, forThe new purchasing agent took hold, and he was active in the dealings with mer president of the Diamond Match organized his department, put it on a Baron Reading and other members Company. He is the least known of systematic basis and began to call for of the Anglo-French commission. the Morgan partners, as well as one of the Morgan partners, as well as one of the demonstrated in the first few the newest. Recently he has been drys that the lowest and closest bidden to call for the Angio-French commission.

Everyday Wall Street knows but little and hears less of the youngest der would get the contract. He has dent's Cabinet. Very probably his been demonstrating it ever since. He behind the scenes all of the time. But talents, particularly in the munitions has been buying steadily since that in the higher up financial circles, and purchasing branch, will be utilized by time—the total is approximately among members of the bar, where he the Government in the present war. Mr. Stettinius is too busy to be interviewed and like Mr. Morgan says, "There is nothing to say about me."

His first job, after a good schooling. was crawling about in the "innards' was crawing about in the innards may be obtained, at what price and the up of these young men that has are put together and what makes em condition of the market. The bulk of brought them so rapidly to the pinare put together and what makes 'em tick. In this capacity and because nothing else would stand the wear and tear he wore overalls. As he became more intimately acquainted with boilers he became less intimate with overalls. They were donned by a fellow workman and Mr. Stettinius was graduated to the "front office."

He stuck to the water tube boilers until he became an officer of the firm. Then O. C. Barber of the Diamond Match Company became interested in the firm as a stockholder, and in this way met the young man, who at the time loved to get back into overalls and go through a boiler or so just to keep his hand in. The head of the keep his hand in. The head of the sence, subject to an extension. With ability to make and to hold close informatch trust became attracted to Mr. the job getting bigger every day, and ential friends has been another large the job getting bigger every day, and started in 1905, when the firm was consolidated with the Diamond Match Company, the young man who had started in overalls was made a vice-president. Three years later he in the Morgan firm.

the job getting bigger every day, and the job getting bigger every da

selected for the place. From the Lib- nouncement was made that Mr. Stet-erty National he came, at the begin- tinius would handle the buying and ning of this year, to the Morgan firm. that he would let the sales agents

is brother at Englewood, N. J. is this guy Stettinius?" they inquired. firm, who has handled its legal prob-The man who has purchased almost. They soon found out that he is one of lems for many years, now is much

time—the total is approximately among members of the har, where he \$3,000,000,000—and there is probably is best known, he is spoken of as "the not a man in the United States who best corporation lawyer in New York," has a better grasp of market problems which is a characterization that un-and the resources of this country, a doubtedly covers a good deal of terribetter knowledge of where every com-modity necessary in carrying on a war What is the ingredient in the makeorders the Government of Great Brit-ain has given for commodities in the United States in the last two years— in the main they are no better eduby foreign army veterinarians—has distanced by them. To a casual ob-

to take over this work and put the grasp the opportunities that came to tuying on a systematic and efficient them. Luck, too, probably has played basis Mr. Stettinius arranged with the an important part with all of them directors of the Diamond Match Com- The war has made the younger men pany for a three months leave of ab- as well as the head of the firm. The

Amberst, from which institution he more than likely to solve it too.

Transactions of Worldwide Importance Handled by Men Who Not So Many Years Ago Began Their Careers at the Foot of the Ladder

was graduated in 1895. He was graduated from the Columbia law school

Fresh from college he joined the irm of Simpson, Thacher & Bartlett in this city as an assistant. The late Thomas B. Reed was senior associate of the firm at that time. In 1904 he became a partner in the law firm and before that time had firmly established his reputation, both in legal and in financial circles, as a fighter. Be-fore he joined the Morgans he was engaged in such important work as representing his firm in court in the successful fight when the constitutionality of the New Jersey laws known as the Seven Sisters was attacked. He aided actively in furthering the legislation which resulted in the work-men's compensation law of New Jersey and served as one of the counsel for the commission in defending the constitutionality of that law.

Mr. Morrow can hardly be called a product of the war, for he joined the Morgan firm as a partner several months before the German army started its crash through Belgium, Charles Steele, long a member of the

with the exception of horses and mules, cated than hundreds of other young which have been judged individually fellows in New York who have been faced, middle aged man who in order were due to application to the bug to learn bollers from the outside in as ness in hand, to a mastery of the de well as from the inside out did not talls of their business in all its ramiff hesitate to don overalls and go in.

When he was asked by Mr. Morgan

cations and to the fact that they were sufficiently gifted with foresight to

The lawyer of the firm is Dwight emerged a new, 1917 model business W. Morrow, 44 years old, whose father, organization. These young men who James E. Morrow, was for many years look back now with a grin on the days principal of the high school at Alle- when they were school teachers, railgheny. Pa. His school teacher-father roaders, bank clerks, newspaper resaw to it that he received a good edu-cation. He was intended to be a law-to take up any intricate financial yer, so he was first put through problem that may arise. They are



WILLIAM H. PORTER

EDWARD R. STETTINIUS

Within a comparatively short time It has been, and is to-day, a tremenyoung Morgan was sent abroad to dous task, this job of being a Morgan
gain experience in the British branch. partner. It is no task for a weakling.

For this reason at his father's death

A composite picture of these young birthday. He knows news and knows below Fulton street would turn up finance, so he was selected to give out their more or less aristotratic noses.

The phrase "J. P. Morgan & Co. to- secretary, then treasurer, then a vice

tems, which he does by meeting the less, but with an unlimited supply of

Morgan noticed the newspaper reports his daily routine.

man of the Northwest. He studied that controls the match trade of the Parliament authorized other drawings, cleventh of Januarie, and continued of the manner in which Mr. Davison. When he was graduated from Har-first at Phillips Andover and then at United States. then a paying teller, handled a customer who slid a double action. 44 New York and show the metropolitan football team and Skull and Bones he became well acquainted with both Mr. became a monument to the biggest ended." that fairly takes the breath away from an interviewer.

J. P. Morgan received his sheepskin from Harvard in 1889 and after a year of apprenticeship in a Boston foreign exchange house took a train for New 1982. The true story is that Mr. Morgan that the worked in the definition of the properties in the design of the Allies or as the firm at the head of a syndicate.

The Morgan from has had a double action .44 New York and show the nictropolitian football tomer who sild a double action .44 New York and show the nictropolitian football tomer who sild a double action .44 New York and show the nictropolitian football tomer who sild a double action .44 New York and show the nictropolitian football tomer who sild a double action .44 New York and show the nictropolitian football tomer who sild a double action .44 New York and show the nictropolitian football tomer who sild a double action .44 New York and show the nictropolitian football tomer who sild a double action .44 New York and show the nictropolitian football to the part of editors how to get out a paper. He was price that England ever knew.

The Morgan firm has had a hand in in a demand for cash. He didn't get was provided that the father are a monument to the biggest that England ever knew.

The Morgan firm has had a hand in in a demand for the Morgan firm. In the carry has part of the Morgan firm. In the didn't get was provided that the didn't get was provided that the father are not one to the part of the state and show the nictropolitian football the definition in the definition

> Abany and became a railroader. From Abany he came to New York, where On Monday morning after the an- had cost him Albany he came to New York, where he became treasurer of a real estate company. Then H. P. Davison and his associates worked out plans for organizing the Astor Trust Company. They met young Cochran, were impressed by him and made him a vice-president of the new institution. From that time his rise was rapid. He forged ahead with leaps and bounds. So such as the forged ahead with leaps and bounds. So such as the first the answer of a real estate nouncement on Sunday Broad street and such as a proper later that the answer of a real estate only one condition that his family should be paid \$150,000 and that the collection should be appropriately busy value received for his money, in the busy of George H. and while there was literally jammed, and it was all that time his rise was rapid. He forged ahead with leaps and bounds. So such the forged of the provided by an accept the beds so that are advanced.
>
> Sir Hans left it to the nation, but only on condition that his family should be paid \$150,000 and that the collection should be appropriately believed to grounds, it is proposed to give everyboards with the busy of George H. and while there were plenty of people who believed the nation objections that are advanced.
>
> Sir Hans left it to the nation, but only only on condition that his family only on condition that his

set the world on fire in teaching the against each other on the same lot of volumes and a great amount of hisyoung mind its reading, 'riting and munitions or supplies. In January, torical matter. It is said that the coland against the lottery, and he is

FAMOUS BRITISH LOTTERIES

A notice of squamish that he didn't believe there was that much money in the treasury.

It was finally decided to raise funds through a lottery. The plan as adopted is coming fast.

purpose, public and private. It brought a shock to many Londoners

There was a fine medieval scandal when somebody informed them that about this lottery, whose management the Westminster Bridge across the Was accused of a good deal of crooked-Thames was built from the proceeds the same and the money, and thereby the of a lottery. Then somebody dug up British Museum was founded.

at 15 each, and the public so promptly coast fortifications. The lottery was subscribed all of them that the bridge resorted to and the Queen gave it her was started with very little delay and unreserved patronage. One old chron-for a public work of this kind com-pleted very promptly. The first draw-"A great letteric being holden in

States for the United Supply of States for the allief Governments. His father's neath left to him the task of keeping alive and vigorous the enormous underlakings set in motion by the former leader of Wall Street.

States for the United Supply of Wall Street reporters every afternoon in his mouth. These two president of the new institution. From that hig Billy Delaney and Googs were plenty of people who believed the ninterest, possibly not over 2 per cent. They had do to in his snug office in the Morgan bank. Miles, the bank doorman, could do to nin his snug office in the dorman, could do to nin his snug office in the Morgan bank. Miles, the bank doorman, could do to nin that time his rise was rapid. He forged should be provided by that time his rise was rapid. He forged should be provided by any manner of means. He is a forty-five years ago, with the probability of the new institution. From that time his rise was rapid. He forged should be provided by any manner of means. He is a forty-five years ago, with the probability of the new institution. From that time his rise was rapid. He forged should be provided by any manner of means. He is a forty-five years ago, with the probability of president of the new institution. From that time his rise was rapid. He forged should be provided by any manner of means. He is a forty-five years ago, with the probability of president of the new institution. From that time his rise was rapid. He forged should be provided by any manner of means. He is a forty-five years ago, with the probability of president of the new institution. From that time his rise was rapid. He forged should be provided by any manner of means. The head of the new institution. From that time his rise was rapid. He forged should be provided by any manner of means are now paying high dividends.

The contraction of the new institution. From that time his rise was rapid. He forged were plenty of people who believed the matter of the new institution. From that time his rise was rapid. He forged were plenty of

A N Englishman has been looking our day. The King frankly admitted

revenue. For there is a good deal of contemplated giving the public a fine reason to believe that the British national lottery is on its way now and amount brought in was to be given in a series of prizes and the remainder. Time was when lotteries were em- about \$500,000, was to pay for the ployed to raise money for almost every Stoane and some other collections, to

the fact that away back in 1736 Parlia- Even at that time the lettery was an ment incorporated a lottery through old scheme for raising public revenue. which was raised the money with In the days of good Queen Bess the the beginnings were made royal exchequer found itself punched toward establishing the British for money at a time when the rising maritime importance of England de-The Westminster Bridge lottery manded that great sums should be authorized the issue of 125,000 tickets spent in improving harborage and sea-

In a day of more delicately drawn